

## Strategic Work Plan Tasks: December 2024

<b>STRATEGIC PRIORITY A: Develop a succession plan for key staff positions and strategy to maintain adequate staffing levels.</b>			
<b>OBJECTIVE 1: Define optimal organizational structure and key positions.</b>			
Activities/Tasks	Results	Board Lead – Others	Time frame
Task 1. Assess organizational structure, explore alternative structures and roles for key positions.	Potential new organizational chart showing modified or new roles for key positions.	Barb, Heather, Amy, Shannon	<i>Completed 8/24. Org chart has been updated.</i>
Task 2. Review staffing levels and budget implications of proposed alternative organizational structure(s). Determine areas where additional staff are needed.	Identification where additional staff are needed and budget implications.	Barb Heather Amy Shannon Treasurer	<i>Completed 8-9/24. Bd discussion with Rebecca Chow along with subsequent review of proposed 2025 budget.</i>
Task 3. Review job descriptions and roles of current staff and determine if changes are needed.	Updated job descriptions and develop new job descriptions as needed.	Heather Amy	<i>Approved Cottage Manager 9/24. HH Manager and Exec Dir approved 10/24.</i>
<b>OBJECTIVE 2: Increase staff satisfaction and retention.</b>			
Task 1. Survey/interview staff to determine overall satisfaction with employment and reasons people might leave the organization. Revisit task annually.	List of key concerns of staff affecting professional fulfillment and reasons staff might leave the organization. Procedure for annual review	June Kip Nancy	<b>Pilot in Fall 2024</b> January 2025 Conduct annually in Spring beginning in 2025
<b>Task 2. Review pay and benefit levels for similar organizations in the region and determine if the Hamlet's pay and job conditions are competitive.</b>	Comparison of the Hamlet's pay, benefits, and working conditions with similar organizations in the area.	June	Completed 11/24 for ED. <b>HH Mgr. to be reviewed Dec/Jan.</b> Cottage Manager to be reviewed in 2025.

Task 3: Develop a plan to address reasons identified in Task 1 and change pay and benefits plan if needed and if possible	A proposal addressing wage and benefits and other issues as needed.	June	After Tasks 1 and 2 are complete.
Task 4: Determine if proposed changes are financially feasible and develop budget proposal.	Budget proposal.	June	After Tasks 1 and 2 are complete.
Task 5: Develop a plan to express appreciation to staff. Confirm budget line item.	Program to recognize and award staff for their work.	Amy, Barb, June Nancy	<del>October 2024</del> January 2025
<b>OBJECTIVE 3: Identify additional nursing or medical services for Hamlet House.</b>			
Task 1: Identify volunteer or paid Nursing or other medical service necessary for guiding daily resident care operations.	Retention of Nurse Practitioner or other needed nursing or medical consultation and/or services.	Karen Amy	Completed 10/24. Kai Sanborn to be retained.
Task 2: Develop triage guidelines.	Written guidance for medical situations faced by Hamlet House residents.	Karen Amy	TBD
<b>OBJECTIVE 4: Explore partnering with other agencies to jointly provide services.</b>			
<b>Task 1: Identify candidate services that may be provided through a partnership.</b>	List of needed services that could be provided through a partnership arrangement.	All Board Heather Amy	<b>December 2024</b>
<b>Task 2: Identify potential agencies that could participate in a partnership arrangement.</b>	List of potential partner agencies.	All Board, Heather, Amy	<b>December 2024</b>
<b>Task 3: Identify services most needed and most viable potential partners.</b>	Proposal to provide specific services in partnership with specific agencies.	All Board Heather, Amy	<b>December 2024</b>
<b>OBJECTIVE 5: Develop a succession plan for key positions.</b>			
Task 1: Determine initial steps to be taken if a key position becomes vacant (Acting role or temporary hire or other step).	A plan of action to address a key position becoming vacant on short notice.	Karen Amy Heather	Completed 9/24. To be updated once HH resident position is filled.
Task 2: Identify potential current staff positions and staff who could move into key position.	Review of current staff and positions with potential to assume a key position.	Karen Amy Heather	TBD

Task 3: Identify training needed to prepare movement of a current or new staff position to move into key positions	Training plan to position staff for new role.	Karen, Amy Heather	TBD
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**STRATEGIC PRIORITY B: Improve financial management and monitoring and fundraising capabilities.**

**OBJECTIVE 1: Increase Board financial expertise**

Task 1. Recruit a new Treasurer for the board.		Barb, Heather, Shannon	Chris Wiscomb joined Bd Oct/24
<b>Task 2: Determine other means to acquire financial expertise and advice.</b>		Chris Heather	<b>December 2024</b>

**OBJECTIVE 2: Analyze current revenue and investments**

Task 1. Review current revenue streams, i.e. Medicaid bed		Treasurer, Peggy, Heather, Amy	Completed 10/24 w/presentation to LI Hospital District
Task 2. Identify potential increases or new ongoing revenues		Karen, Amy, Kip, <del>Shannon</del> , Heather, Peggy	<del>September 2024</del> January 2025
<b>Task 3. Evaluate if cottages rent is representative of the industry.</b>		Heather, Chris, new Cottage Manager	March 2025
<b>OBJECTIVE 3: Develop performance measures for tracking financial health of the organization</b>		Chris, Heather	March 2025

**OBJECTIVE 4: Develop a long-term fundraising strategy and plan.**

		Kip Peggy	December 2024?
Task 1: Review expertise on Fundraising committee and determine needs.		Kip, Shannon (Gov committee)	Ongoing
Task 2: Identify and cultivate donors		Kip, Fundraising Committee, Peggy	January 2025
Task 3: Develop an annual fundraising cycle with events and milestones		Kip, Peggy, Fundraising Committee	January 2025

Task 4: Plan for future major campaigns and fundraising targets		Kip, Heather, Peggy, Fundraising Comm, Treasurer,	January 2025
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**STRATEGIC PRIORITY C: Review and update policies for facility and grounds management and operations.**

**OBJECTIVE 1: Develop asset management plan for major buildings, ground maintenance, and equipment replacements and upgrades.**

Task 1. Analyze age and condition of facilities	Comprehensive report on facilities and their condition. Analysis of the age of the buildings to determine useful life and an appraisal of the value of the buildings in their current use (homeowners assessment)?	Heather  Consultant	Revisit budget item in Jan 2025. Work to be initiated March 2025.
Task 2: Develop a work plan for major renovations.	Working paper.	Heather, Dave, Consultant?	Based on results of Task 1
Task 3: Review and update cottage garden/yard policy	Updated policy to be included in resident handbook.	GGK Heather Barb	<del>Spring 2025</del> Rescheduled to February 2025.

**OBJECTIVE 2: Plan for climate change and organization resiliency.**

Task 1: Identify potential impacts of climate change on The Hamlet and its residents.	Working paper.	GGK Nancy	TBD
Task 2: Identify steps to reduce impact and the organization's ability to respond to extreme weather conditions (heat, cold, flooding, etc.)	Plan to increase organization's ability to manage extreme weather occurrences.	GGK Barb Nancy	TBD
Task 3: Update emergency power and inclement weather policies.	Board discussion/action	Amy Shannon Heather	TBD

Task 4: Develop (or Review) an Emergency Response Plan for Entire Hamlet		Heather Amy Shannon	TBD
<b>OBJECTIVE 3: Review policy concerning use of the Gathering Place, including its kitchen and exercise areas</b>			
Task 1: Review current utilization and policy	Working Paper	TBD	TBD
Task 2: Develop new guidelines and initiatives.	Bd discussion/action	TBD	TBD

<b>STRATEGIC PRIORITY D: Review and update policies addressing selection process for new residents and expectations for existing residents.</b>			
<b>OBJECTIVE 1: Develop and document criteria for selecting new residents.</b>			
Task 1. Document current process and criteria for selecting new residents.	Written documentation of current process and criteria for selecting new residents,	Heather, Angie, Shannon, Nancy	<i>Completed 8/24.</i>
Task 2. Develop policy stating selection criteria for new residents.	Policy with documented criteria for selection of new residents.	Heather Shannon	<i>Completed 10/24.</i>
<b>OBJECTIVE 2: Review current cottage resident policies</b>			
Task 1. Conduct legal review of policy for residing in cottages.	Review the policy by a legal professional	Heather Legal consultant	<i>Completed 11/24.</i>
Task 2. Update cottage lease document and resident handbook.	Review both documents and update as needed for consistency.	Heather Cottage Manager	March 2025